

Enterprise-Wide Project Management DOE Information Management Conference Atlanta, Ga 2008

**Presented by
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**Diversity Specific Interest Group
Project Management Institute**

Today's Agenda

- Overview
 - Terms
- Governance
 - What is it?
- Standardization
- Setting up an Enterprise-wide Project Management Office
- Wrap Up

Overview

- In today's world of downsizing and restructuring, organizations are challenged to implement Project Management principles and methodology. Establishing an enterprise- wide project management office (EPMO), is one way to increase the bottom-line performance of an organization.

Project Management Term

- What is a project?
 - Almost any human activity that involves carrying out a non-repetitive task
 - Task has a set **start and finish**: building a bridge
 - Task is **temporary** in nature: preparing a report
 - A temporary endeavor undertaken to create a **unique product** or service – *PMI PMBOK*

Project Management Term

- What is project management?
 - A mix of components of control, leadership, teamwork, resource management, tools and techniques that go into a successful project.
 - First recognized in Federal government as a skill set by US Navy in 1969 – Polaris Project

Program Management Term

- **What is a program?**
 - A group of related projects managed in a coordinated way to obtain benefits and control not available from managing them individually.

The Standard for Program Management Page 4

Program Management Term

- What is a program management ?
 - The centralize coordinated management of a program to achieve the program strategic benefits and objectives.

The Standard for Program Management Page 4

Terms Continued

- What is an enterprise project management office (EPMO)?

Terms Continued

- An organizational structure within the enterprise that will institute and manage the project business management processes for portfolio, programs and projects.
- Dennis Bolles and Darrel Hubbard (The Power of Enterprise-Wide Project Management)

Terms Continued

- What is Enterprise-Wide Project Management (EWPM)?

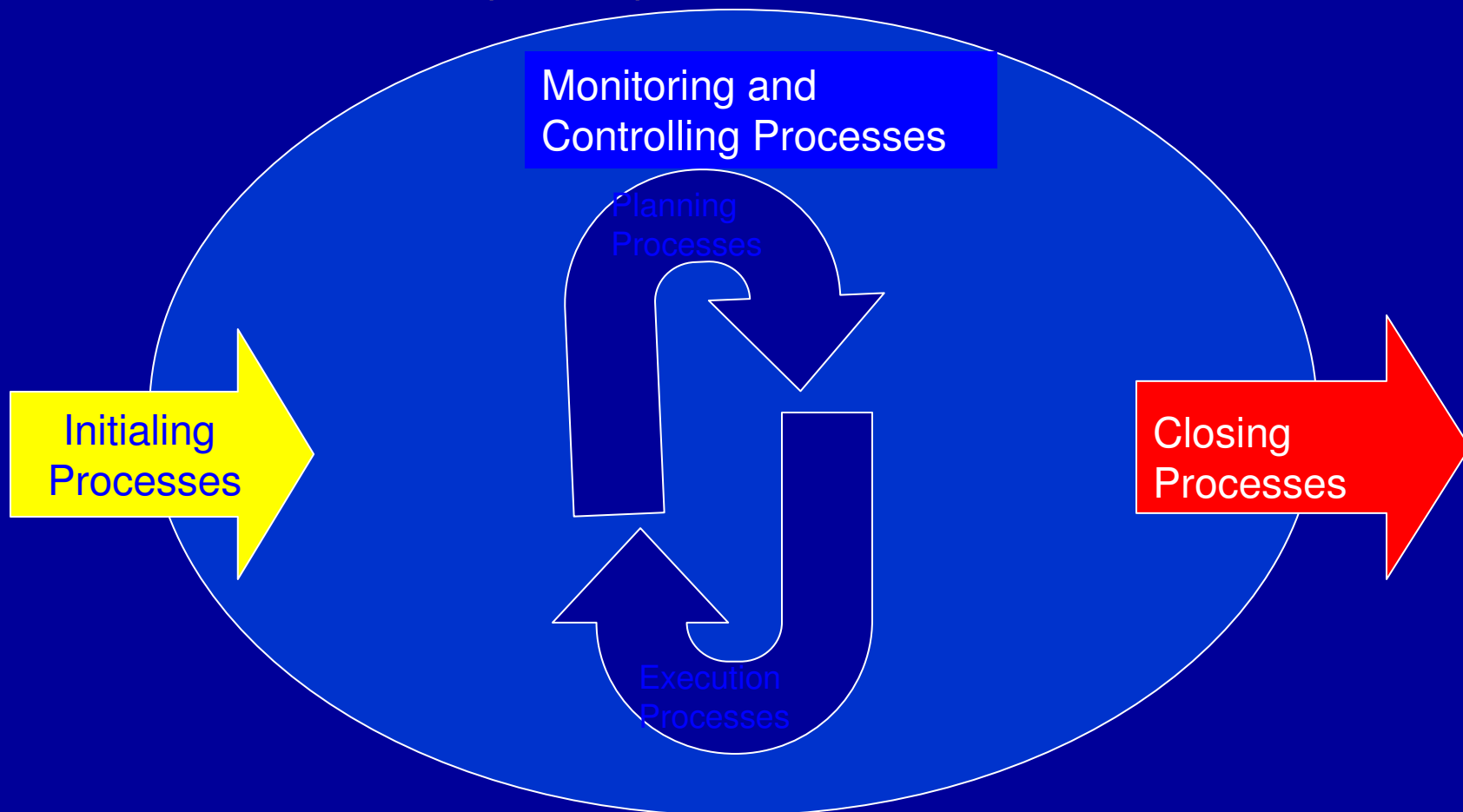
Terms Continued

- The application of project business management practices and processes on an enterprise-wide basis.

Terms Continued

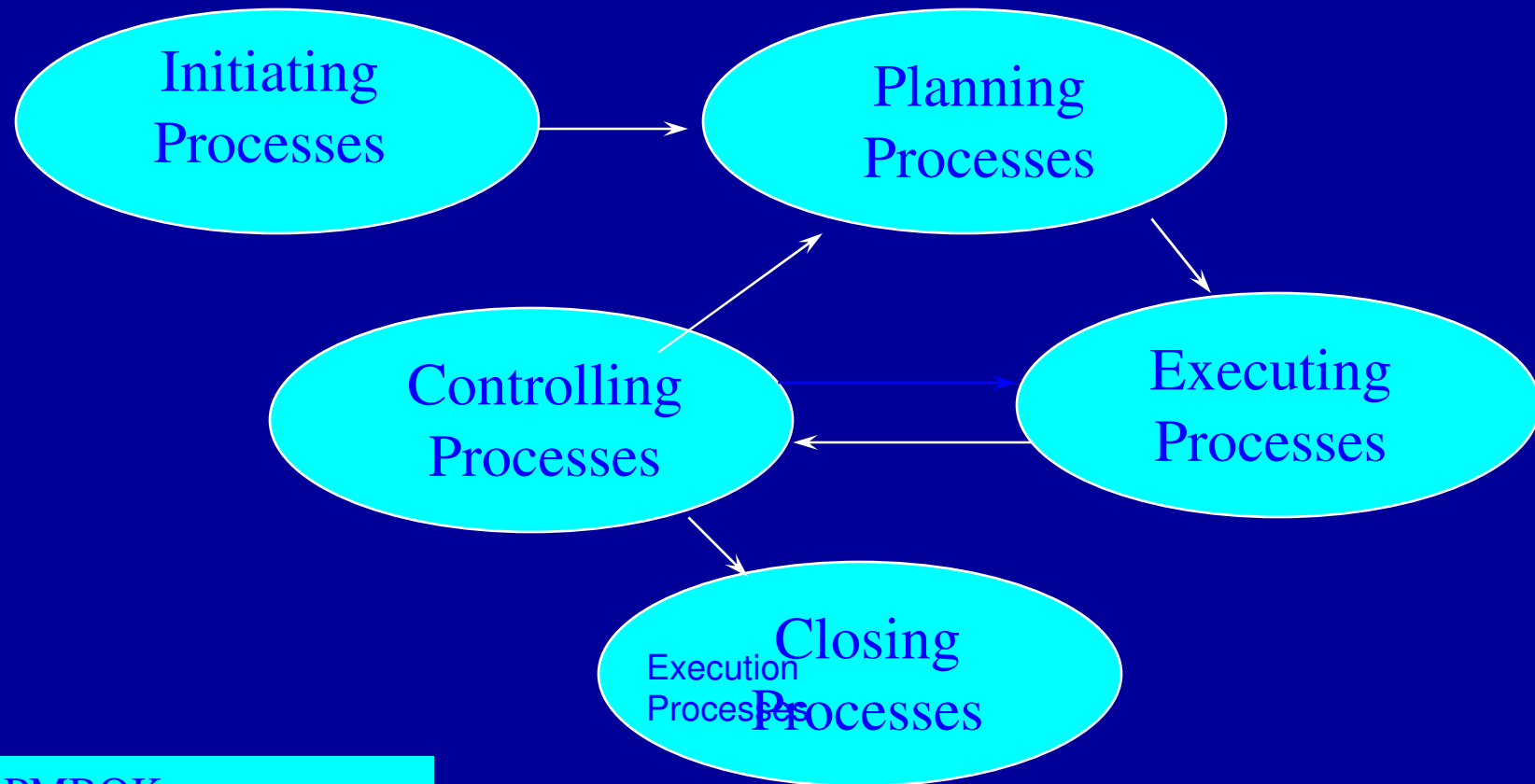
- Enterprise-wide refers to Project Business Management practices being instituted throughout the organization.

PMI Process Groups (Flow) Third Edition



PMBOK Third Edition

PMI Process Groups (Flow)



PMBOK (2000 Edition)

Governance

Governance

● Six Factors to Consider

- 1. Total commitment and support from senior management throughout the organization.
- 2. The selection of an executive-level PBM sponsor.
- 3. Full time dedication of experience resources.
- 4. Strict adherence to processes and procedures.
- 5. Development and usage of standardize tools.
- 6. Commitment of continuous PM skills development and training.

Standardization

- Policies, processes and procedures.
- Business and project management plans
 - For every project a project plan
 - Business case
- Standard templates
- Project Management Business Information Systems
 - To see every project especially in the planning process.

Critical Success Factors

- Case Study
- The Standish Group
 - Unfinished Voyages
 - From November 6th through the 9th, 1995, The Standish Group held **CHAOS University** in Chatham, Massachusetts. CHAOS University was a follow-up to the CHAOS study published in January 1995. The Standish Group estimates that almost 80,000 projects were cancelled in 1995.

Standish Group

SUCCESS CRITERIA	POINTS
1. User Involvement	19
2. Executive Management Support	16
3. Clear Statement of Requirements	15
4. Proper Planning	11
5. Realistic Expectations	10
6. Smaller Project Milestones	9
7. Competent Staff	8
8. Ownership	6
9. Clear Vision & Objectives	3
10. Hard-Working, Focused Staff	3
TOTAL	100

Standish Group Template

Proper Planning

- Do I have a problem statement? _____
- Do I have a solution statement? _____
- Do I have the right people? _____
- Do I have a firm specification? _____
- Do I have attainable milestones? _____

For each question with a YES answer, add 2.2 points
to the total project success potential score.

Total Points (not to exceed 11)_____

Standish Group Template

Clear Vision and Objectives

First, share the vision with all people and groups affected by the project. Second, be sure the objectives align with corporate goals. Third, make sure the objectives are achievable. Fourth, create measurable goals. Finally, install honest and continuous sanity checks.

- Is the vision shared? _____
- Is the vision aligned with company goals? _____
- Are the objectives achievable? _____
- Are the objectives measurable? _____
- Do I have honest sanity checks? _____

For each question with a YES answer,
add 0.6 points to the total project success potential score.
Total Points (not to exceed 3) _____

How To Set Up The PMO

- Assessing The Project Management Environment
- Defining Organization Needs
- Establishing a Mission for the PMO
 - Value statement
 - List key challenges for the PMO
 - List PMO opportunities
 - The PMO Transformation Mission
- Selling the business case to management
 - Management Presentation

Wrap - Up

● Questions?

Works Cited

Bolles, Dennis L. and Hubbard, Darrel G. ; “The Power of Enterprise-Wide Project Management, 2007, AMACOM 319 Pages, ISBN 0-8144-7404-4.

Letavec, Craig J.; “The Program Management Office”, 2006, J. Ross Publishing 388 Pages, ISBN 1-932159-59-2.

Project Management Institute; “The Guide to the Project Management Body of Knowledge” 2004 Edition

Feedback Request



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